

ANNEX B: DESCRIPTION OF COMPETENCIES

Competencies (Listed Alphabetically)

Accountability

Definition:

Displaying a high level of initiative, effort, and commitment to public service; being proactive and achievement-oriented; being self-motivated; pursuing self-development; seeking feedback from others and opportunities to master new knowledge.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 3-OPM)

Acquisition Requirements Determination

Definition:

Is familiar with the process of reviewing Requirements Documents and Statements of Work; understands whether to furnish Government property or authorize use of contractors; screens purchase requests to acquire personal services.

Location in Competency Model:

Category - C. Functional

Functional Area - Acquisition and Contracting

Activity-Based Costing

Definition:

Understands the process of tracing historical costs (resources consumed) to activities and then through those activities to products or services provided. Has the ability to develop activities for the cost needs of an individual unit or installation while simultaneously generating service or process costs.

Location in Competency Model:

Category - C. Functional

Functional Area - Resource Management

Advocacy

Definition:

Communicates personal support for policies, programs, or ideals that serve the best interests of the installation.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Competencies (Listed Alphabetically)

APF and NAF Property Management

Definition:

Administers APF and NAF property management (e.g. fixed assets, end-of-month inventory, relationship with Central Accounting Office (CAO), disposition, lost and transfers of property, Report of Survey, property book accountability).

Location in Competency Model:

Category - C. Functional

Functional Area - MWR

Business Improvement

Definition:

Ensures civilian personnel programs support the serviced organizations' business improvement initiatives. Applies analytical and problem solving techniques.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Capital Investment Strategy

Definition:

Develops comprehensive plans, i.e. the master plan, to invest in it infrastructure to support its assigned or programmed missions, and manages the cost and time throughout the conceptual planning, design, acquisition, start-up and construction of a capital investment project.

Location in Competency Model:

Category - C. Functional

Functional Area - DPW

Change Management

Definition:

Facilitates change (e.g., restructures organizations) - develops strategic goals; assesses organizational readiness and identifies appropriate strategies. Leads initiatives and acts as a change agent.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Citizen Service

Definition:

Determines base needs and provides responsive, equitable services to the base community (requires skill in assessing installation needs and allocating resources).

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Competencies (Listed Alphabetically)

Civilian Workforce Management

Definition:

Uses manpower resource analyses and projected manpower requirements to develop goals and action plans for ensuring the civilian workforce has the manpower it needs to accomplish its mission.

Location in Competency Model:

Category - C. Functional

Functional Area - Resource Management

Conflict Management

Definition:

Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 2-OPM)

Congressional Activities

Definition:

Understands the role of Congress in supporting, changing, or defining issues of interest to installations and installation management. In concert with the Office of the Chief of Legislative Liaison and the Office of the Assistant Secretary of the Army (Financial Management and Comptroller), Budget Liaison, has the ability to identify opportunities to participate in Congressional activities, to strategically identify what messages would support the desired outcomes, and to skillfully articulate those messages to Congress through approved channels.

Location in Competency Model:

Category - B. Business

Functional Area -

Continual Learning

Definition:

Continually uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback or other opportunities for self-learning and development.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 1-OPM)

Competencies (Listed Alphabetically)

Contract Financing and Payment

Definition:

Understands various contract types (e.g., FFP, FP-EPA, FPI, FPR, CPFF, CP-AF, CPIF, etc.) and letter contracts and unpriced purchase orders; understands various contract financing and payment methods; develops procurement plans and formal source selection plans.

Location in Competency Model:

Category - C. Functional

Functional Area - Acquisition and Contracting

Contract Administration

Definition:

Understands various facets of contract administration planning, including contract initiation, quality assurance and subcontract management, payment and accounting, contract modification, special terms and conditions, and disputes, closeout, and termination.

Location in Competency Model:

Category - C. Functional

Functional Area - Acquisition and Contracting

Contract Laws and Statutes

Definition:

Able to identify the elements of a contract, basic statutes, regulations, case law and administrative law that define the Federal acquisition system; able to identify sources of commercial terms and conditions; able to research the FAR and other source documents.

Location in Competency Model:

Category - C. Functional

Functional Area - Acquisition and Contracting

Contract Negotiation and Award

Definition:

Uses cost analysis to develop prenegotiation positions on proposed elements of cost and/or fee, and discusses proposals with offerors to arrive at their best and final offer. Evaluates final offers to determine which proposal merits the contract award.

Location in Competency Model:

Category - C. Functional

Functional Area - Acquisition and Contracting

Competencies (Listed Alphabetically)

Contract Protests, Disputes, and Termination

Definition:

Understands and assists in the contract protest, dispute, and termination process, including filing claims, determining relief, closeout, and termination of convenience for commercial and non-commercial contracts.

Location in Competency Model:

Category - C. Functional

Functional Area - Acquisition and Contracting

Contract Terms and Conditions

Definition:

Understands various special contract requirements, including property, patents, data rights, labor relations, and environmental requirements, and the use of special conditions such as change clauses.

Location in Competency Model:

Category - C. Functional

Functional Area - Acquisition and Contracting

Cost and Operations Research Analysis

Definition:

Apply operations research techniques. Perform cost and economic analyses and estimates for a variety of programs by applying appropriate concepts, principles, and procedures.

Location in Competency Model:

Category - C. Functional

Functional Area - Resource Management

Countermeasures Development

Definition:

Has a good understanding of how to gather and analyze information to result in a recommendation for corrective action (for example, mitigation or abatement through engineering controls, work practices, Personal Protective Equipment (PPE), training, enforcement).

Location in Competency Model:

Category - C. Functional

Functional Area - Safety and Occupational Health

Creativity / Innovation

Definition:

Develops insights and solutions; fosters innovation among others.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 1-OPM)

Competencies (Listed Alphabetically)

Customer Service

Definition:

Actively seeks customer input, ensures customer needs are met, continually seeks to improve quality of services, products and processes. Balances customer desires with task requirements to produce a quality product or process.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 3-OPM)

Customs

Definition:

Applies knowledge of Military Customs Inspection programs, policies, regulations and practices pertinent to DOD movement operations (for example, U.S. Customs and Department of Agriculture clearance of passengers, freight and personal property, host nation customs clearance for DOD cargo in overseas areas).

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Decisiveness

Definition:

Takes action and risks when needed; makes difficult decisions when necessary.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 3-OPM)

Determining Manpower Requirements

Definition:

Analyzes current manpower resources and workload compared with projected workload to determine gaps and identify staffing needs. Understands organizational audit and other manpower analysis techniques.

Location in Competency Model:

Category - C. Functional

Functional Area - Resource Management

DPW Construction

Definition:

Understands DoD and other applicable requirements and regulations that pertain to construction. Provides oversight management of the entire construction process.

Location in Competency Model:

Category - C. Functional

Functional Area - DPW

Competencies (Listed Alphabetically)

DPW Program Support

Definition:

Manages multiple functions for the installation, including Financial Management, Public works priority systems and resource allocation, environmental, housing management, safety programs, administrative support of the directorate, development of policy and procedures and customer support services.

Location in Competency Model:

Category - C. Functional

Functional Area - DPW

Emergency and Mobilization Plans

Definition:

Understands policies and guidance related to the various emergency plans for mobilization, war reserve stocks and special operating forces, continuity of operations, transportation needs and support of civil authorities.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Emergency Planning and Response

Definition:

Understands how to provide technical advice and evaluation, engineering services, contracting for construction management and inspection, contracting for the emergency repair of water and wastewater treatment facilities, potable water and ice, emergency power, and installation support, etc. related to lifesaving and life-sustaining actions, damage mitigation, and recovery activities following a major disaster or emergency.

Location in Competency Model:

Category - C. Functional

Functional Area - Safety and Occupational Health

Entrepreneurship

Definition:

Identifies opportunities to develop and market new products and services within or outside of the organization; takes risks to pursue a recognized benefit or advantage.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 3-OPM)

Competencies (Listed Alphabetically)

Environmental Analysis and Planning

Definition:

Is familiar with requirements for: environmental inspection and surveillance; pollution control measures applicable to various installation processes; environmental compliance monitoring requirements; environmental studies to identify current environmental baselines and predict future states. Recognizes environmental risk assessment and management requirements and processes, impact analysis, impact and aspect evaluations, etc. Contributes to preparation and review of environmental documents such as management plans, permit applications, impact assessments, etc. Participates in processes to gather military, public, and regulatory stakeholder input as required or appropriate to enhance installation sustainability. Ensures incorporation of relevant environmental requirements into non-environmental installation planning processes and documents.

Location in Competency Model:

Category - C. Functional

Functional Area - Environment

Environmental Business Processes

Definition:

Is familiar with, develops input for, interprets, and evaluates, from standpoint of environmental compliance and installation sustainability, environmental business processes, products, and metrics in such documents as EMS plans, INRMP, ICRMP, and operating permits, and such reporting systems as EPR, EQR, ISR (Part II Environment), and other Army-wide environmental data systems. Understands environmental funding policies and restrictions.

Location in Competency Model:

Category - C. Functional

Functional Area - Environment

Environmental Conservation, Compliance, and Sustainability

Definition:

Is knowledgeable of requirements for stewardship of installation lands and facilities in conserving and managing natural and cultural resources; complying with requirements for protecting air, water, and soils; preventing pollution and reducing or eliminating environmental and related health risks; and enhancing installation sustainability to support Army missions.

Location in Competency Model:

Category - C. Functional

Functional Area - Environment

Competencies (Listed Alphabetically)

Environmental Management System (EMS) Procedures

Definition:

Uses Environmental Management System (EMS) principles, policies, and methods to prioritize, accomplish, and track environmental requirements in installation operations, as required by Executive Order 13148 and DOD/Army policies.

Location in Competency Model:

Category - C. Functional

Functional Area - Environment

Environmental Planning

Definition:

Manages processes for identifying environmental risks and constraints, determining environmental process and stewardship requirements, devising and/or adapting appropriate management approaches, and recommending command actions. Incorporates military, public, and regulatory stakeholder input as required or appropriate to enhance installation sustainability. Ensures incorporation of relevant environmental requirements into non-environmental installation planning processes.

Location in Competency Model:

Category - C. Functional

Functional Area - Environment

Environmental Stewardship

Definition:

Incorporates environmental protection in installation operations in accordance with environmental laws & regulations and Defense/Army policies.

Location in Competency Model:

Category - C. Functional

Functional Area - Environment

Ethics / Standards of Conduct

Definition:

Identifies standards of conduct that apply to business activities such as acquisition, contracting, budgeting, auditing, etc.; recognizes simulated or actual examples of prohibited activities.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Competencies (Listed Alphabetically)

External Awareness **Definition:**

Stays informed on laws, policies, politics, Administration priorities, trends, special interests, and other issues; considers external impact of statements of actions; uses information in decision making.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 1-OPM)

Family Programs **Definition:**

Has a working knowledge of family program categories, traditions, and historical background of programs and direction, as well as the following regulations: AR 608-1, 608-75, 608-18.

Location in Competency Model:

Category - C. Functional

Functional Area - MWR

Financial Management

Definition:

Prepares and justifies budget, monitors expenses, manages procurement and contracting, and projects requirements for out years.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 4-OPM)

Fiscal Law

Definition:

Must be knowledgeable in the Anti-Deficiency Acts, theories of appropriation law, and their implications for financial decisions. Must also have knowledge of the legislative, administrative and regulatory requirements, laws, appropriation law, and policies that apply to strategic planning and the impact of identified requirements on external organizations and operations.

Location in Competency Model:

Category - C. Functional

Functional Area - Resource Management

Flexibility

Definition:

Adapts to change in the work environment; copes effectively with stress.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 1-OPM)

Competencies (Listed Alphabetically)

Fraud Awareness

Definition:

Must be aware with elements of fraud and computer fraud. Apply basic investigation techniques and appropriate reporting procedures.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Furnishing / Equipment Management

Definition:

Implements and manages DoD agency (Army) regulations, directives, policies, and procedures pertaining to the operations of furnishings/Equipment Management.

Location in Competency Model:

Category - C. Functional

Functional Area - Housing

Housing Policy and Procedure Development

Definition:

Develops and coordinates housing regulations, directives, policies and procedures pertaining to the operation and maintenance of Army housing.

Location in Competency Model:

Category - C. Functional

Functional Area - Housing

Housing Privatization

Definition:

Is familiar with Army's privatization program using Residential Communities Initiative (RCI) to eliminate inadequate family housing, to create quality residential communities and use existing authorities to leverage scarce funds and assets to obtain private sector capital and expertise to operate, manage, maintain, improve and build military family housing in the U.S.

Location in Competency Model:

Category - C. Functional

Functional Area - Housing

Competencies (Listed Alphabetically)

Housing Property Management

Definition:

Understands and applies broad knowledge of real estate principles, laws, and legal ramifications for various facilities, whether housing or housing related (e.g., toxic waste areas, utilities, etc.). Performs and supervises housing management and housing operations at military installations and facilities. Directs work activities of civilian and military housing leaders. Determines housing requirements, coordinate provision of housing services, and exercise technical supervision and operational control worldwide.

Location in Competency Model:

Category - C. Functional

Functional Area - Housing

Human Resources Management

Definition:

Understands and applies the basic principles and requirements of human resource management. Ensures effective recruitment, selection, training, performance appraisal, recognition, and corrective / disciplinary action; promotes affirmative employment, good labor relations, and employee well-being; applies knowledge of the various federal AF and NAF systems, including demonstration projects.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 4-OPM)

Industrial / Organizational Psychology

Definition:

Recognizes the interdependence of individuals, organizations, and society, and the impact of factors such as skill shortages and the changing nature of the workforce.

Location in Competency Model:

Category - C. Functional

Functional Area - Civilian HR Management

Influencing / Negotiating

Definition:

Networks with and provides information to key groups and individuals; appropriately uses negotiation, persuasion, and authority in dealing with others to achieve goals.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 5-OPM)

Competencies (Listed Alphabetically)

Information Assurance

Definition:

Is knowledgeable about the methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity. Includes competence in network system security, encryption, and in emerging technologies such as biometrics and computer forensics.

Location in Competency Model:

Category - C. Functional

Functional Area - IT Management

Installation Financial Management

Definition:

Understands how to use and integrate key financial management processes to support the installation, including budgeting, accounting, acquisition, auditing, and capital planning. Understands the different processes, policies and regulations related to appropriated and non-appropriated funds. Provide systematic examination (Financial Audit) and appraisal of financial records, financial and management reports, management controls, policies and practices affecting or reflecting the financial condition and operating results of an activity or organization. Must also apply laws, regulations, and various directives pertaining to appropriations, fund usage, and overall program planning and development.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Installation Housing Program

Definition:

Implements and manages DoD agency (Army) regulations, directives, policies, and procedures pertaining to the operation and maintenance of the Unaccompanied Personnel Housing program, family housing program to include off-post referral activities, Guest House Program, General Flag Officer Quarters, Unaccompanied Personnel Housing Program.

Location in Competency Model:

Category - C. Functional

Functional Area - Housing

Competencies (Listed Alphabetically)

Installation Program Management

Definition:

Coordinates and integrates the various programs that are essential to an effectively-run installation, including: safety, community/family support, housing, DPW, information technology, human resources, logistics, MWR, etc. Demonstrates the ability to manage the needs, resources, performance, and accountability of each program. Has a high-level understanding of each program balanced with the ability to delegate authority for day-to-day operations to experts within each program.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Integrated Logistics Support (ILS) Policy

Definition:

Plans and manages according to policies and procedures relevant to the integrated logistics support (ILS) of equipment throughout the overall life cycle and acquisition and management of ILS for systems and equipment.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Integrity / Honesty

Definition:

Accepts responsibility for own decisions and actions; admits to and learns from mistakes; follows through on commitments; can be depended upon to tell the truth; actions support the best interests of the Army rather than parochial concerns.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 2-OPM)

Internet Technologies

Definition:

Understands the technical and business applications and principles of the Internet and the worldwide web, including electronic commerce.

Location in Competency Model:

Category - C. Functional

Functional Area - IT Management

Competencies (Listed Alphabetically)

Interpersonal Skills

Definition:

Considers and responds appropriately to the needs, feelings, capabilities and interests of others; maintains self-control in difficult situations; provides feedback in a constructive manner.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 5-OPM)

Inventory Management

Definition:

Ensures compliance with the regulations and policies governing the inventory management process, including statistical analytical techniques applicable to all functions of integrated inventory management.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

IT Architecture

Definition:

Is familiar with the architectural methodologies and industrial, Government, and international standards used in the design and development of information systems, including the physical structure systems, internal operations, and interactions with other systems.

Location in Competency Model:

Category - C. Functional

Functional Area - IT Management

IT Capital Planning and Investment Assessment

Definition:

Understands the principles and methods of capital investment analysis and business case analysis including best practices assessment and return on investment analysis

Location in Competency Model:

Category - C. Functional

Functional Area - IT Management

Labor Economics

Definition:

Understands labor market trends, patterns and uses data to advise managers on effective compensation strategies to compete within the market for best talent.

Location in Competency Model:

Category - C. Functional

Functional Area - Civilian HR Management

Competencies (Listed Alphabetically)

Labor Management and Employee Relations

Definition:

Is familiar with labor management laws, regulations, and policies, including provisions of existing negotiated agreements. Ensures the organization interacts with labor organizations in a spirit of partnership consistent with policy requirements.

Location in Competency Model:

Category - C. Functional

Functional Area - Civilian HR Management

Leveraging Diversity

Definition:

Respects and values the differences and perceptions of different groups/individuals; recognizes the value of cultural, ethnic, gender, and other individual differences; provides employment and development opportunities for a diverse workforce.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 2-OPM)

Logistics Interrelationships

Definition:

Understands how the functions of maintenance, supply and transportation work together and impact each other in the over-arching function of logistics.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Logistics Support Planning

Definition:

Makes force structure recommendations based on logistics support concepts and doctrine, TOE, and materiel support requirements for plans that will ensure materiel readiness (for example. MTP, Integrated Logistics Support Plans (ILSP), and New Equipment Training (NET) Plans).

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Maintenance Operations

Definition:

Manages an organization performing repair, maintenance, and fabrication work, and uses maintenance concepts for the development and integration of maintenance support and planning requirements.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Competencies (Listed Alphabetically)

Management Control Systems

Definition:

Maintain control of resources, fund allocation and control, paperwork management, program objectives, inter-and intra agency reimbursable agreements and funding and financial reports in a fiscally responsible manner. Monitor agency's use of funds, providing advice on fund control system. Design and use system processes and procedures to ensure financial integrity. Establish and administer management controls to provide information to and retrieve information from appropriate systems and to disseminate it to users.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Manpower Management

Definition:

Demonstrates working knowledge of manpower resource management which includes Table of Distribution and Allowances, manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel Requirements Document (PRD). Is able to determine manpower requirements and link manpower projections and requirements with DA-wide and local staffing, employee development and resource plans.

Location in Competency Model:

Category - C. Functional

Functional Area - Resource Management

Marketing

Definition:

Execute marketing practices and concepts (e.g. marketing plan, environmental analysis) in support of specific installation programs, or installation-wide concerns.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Materiel Distribution

Definition:

Understands the regulations and procedures for materiel distribution, and manages materiel distribution for support of garrison and personnel requirements.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Competencies (Listed Alphabetically)

Media Relations

Definition:

Communicates information to the media in a way that increases public understanding of Government issues and activities and builds a positive relationship with the press.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

MWR Business Programs

Definition:

Possess a working knowledge of MWR Business Programs, revenue-producing activities (Clubs, Bowling and Golf Centers, MWR Army Lodging facilities, and the Army Recreation Machine Program), and non-revenue producing functions.

Location in Competency Model:

Category - C. Functional

Functional Area - MWR

MWR Programs

Definition:

Has a working knowledge of MWR activity categories, traditions, and historical background of programs and direction, as well as the following regulations: AR 215-1, AR 215-3, AR 215-4

Location in Competency Model:

Category - C. Functional

Functional Area - MWR

MWR Recreation Programs

Definition:

Demonstrate a working knowledge of MWR Recreation Program (Libraries, Outdoor Recreation, Outdoor Community/Youth, Arts and Crafts, Auto Crafts, BOSS Program, Army Sports, Fitness, Army Entertainment, Army Soldier Show, World Class Athlete Program).

Location in Competency Model:

Category - C. Functional

Functional Area - MWR

Competencies (Listed Alphabetically)

Network Management

Definition:

Knowledge of the operation, management, and maintenance of network and telecommunication systems and linked systems and peripherals, including operational performance monitoring, estimating, and reporting; configuration management; fault detection and isolation; security management; and corrective action.

Location in Competency Model:

Category - C. Functional

Functional Area - IT Management

Oral Communication

Definition:

Listens to others; makes clear and effective oral presentations to individuals and groups. (NOTE: use of a sign language interpreter may be appropriate for persons who are deaf or hard-of-hearing).

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 5-OPM)

Organizational Performance Management

Definition:

Manage and evaluate the systems used to measure performance to achieve program objectives. Must apply organizational evaluation system and different methods for evaluation programs to measure performance.

Location in Competency Model:

Category - C. Functional

Functional Area - Resource Management

Outcome Measures and Evaluation

Definition:

Identifies performance outcomes for the civilian personnel function and establishes metrics for assessing civilian personnel performance. Integrates civilian personnel requirements into larger organizational performance metrics. Applies requirements of the Government Performance and Results Act to civilian personnel related programs.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Competencies (Listed Alphabetically)

Partnering

Definition:

Develops networks and builds alliances; engages in cross functional activities, collaborates across boundaries and finds common ground with a widening range of stakeholders; utilizes contacts to build and strengthen internal support bases.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 5-OPM)

People Management **Definition:**

Understands the fundamentals of leading and developing other people and helping them achieve high-quality performance. Acts as a coach/mentor to provide direction and feedback, delegates responsibility to others, defines expectations and evaluates results, and creates an empowering work environment that encourages responsibility and decision making at all organizational levels. Demonstrates knowledge of career planning goals, policies, procedures, and training.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Planning, Programming, Budgeting and Execution System

Definition:

Understands resource management organization and functions, review and analysis, manpower management accounting, budgeting, economic analysis, and internal control.

Location in Competency Model:

Category - C. Functional

Functional Area - Resource Management

Political Savvy

Definition:

Identifies the internal and external politics that impact the work of the organization; approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 5-OPM)

Competencies (Listed Alphabetically)

Problem Solving

Definition:

Recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 3-OPM)

Property Disposal Policy

Definition:

Oversees the determination of excess, disposal, and reutilization of materiel and equipment, including the authorities and responsibilities with regard to DOD and Army policies.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Proposal Solicitation and Evaluation

Definition:

Understands the process of initiating and selecting proposals for contracts, including offer/quote solicitation, bid evaluation process, and quote/proposal evaluation. Has knowledge of different types of contracts, including commercial, non-commercial, time and material, fixed price, cost-type. Assists in the evaluation and discussion of quotes or proposals by applying knowledge of past performance, technical and other non-price factors, analyzing price and cost, comparing prices from various offerors, and conducting audits, technical reviews.

Location in Competency Model:

Category - C. Functional

Functional Area - Acquisition and Contracting

Public Works Processes

Definition:

Manages facilities, provides utilities and municipal services work management, project management, acquisition management, information technology in support of engineering functions, and real property management and accountability.

Location in Competency Model:

Category - C. Functional

Functional Area - DPW

Competencies (Listed Alphabetically)

Quality Control

Definition:

Maintains a consistently high level of quality in staff work, operational procedures, and service delivery. Develops and manages quality control in all aspects of installation programs, including housing, engineering services, contracting, etc.; understands monitoring, inspection and acceptance issues; assists in determining acceptable levels of performance; helps identify remedies to unacceptable levels of quality, and provides information that documents past performance.

Location in Competency Model:

Category - B. Business

Functional Area - Core General

Real Estate Acquisition

Definition:

Develops acquisition requests for real estate by purchase, lease, transfer, donation, exchange, permit license, or easement.

Location in Competency Model:

Category - C. Functional

Functional Area - Real Estate

Real Estate Disposal

Definition:

Develops disposal actions to dispose of real estate. Prepares Reports of Excess and DA Form 337s for real Actions relating to real estate parcels and facilities and improvements no longer needed for mission requirements.

Location in Competency Model:

Category - C. Functional

Functional Area - Real Estate

Real Estate Management

Definition:

Understands the various laws, DoD Army and other Training applicable regulations pertaining to real estate management. Understands the various functions of Estate management to include acquisitions, disposals, Outgranting, and utilization. Implements and manages DoD agency (Army) Functional Management regulations, directives, policies, and procedures pertaining to the operations of real estate.

Location in Competency Model:

Category - C. Functional

Functional Area - Real Estate

Competencies (Listed Alphabetically)

Real Estate Market Analysis

Definition:

Understands principles, processes, and functions of marketing and applies needs analysis for all real estate related property acquisitions and disposals. Applies marketing analysis procedures for current and future planning off post acquisition and disposal needs, (e.g., residential communities).

Location in Competency Model:

Category - C. Functional

Functional Area - Real Estate

Real Estate Outgranting

Definition:

Develops outgrant actions for leases, licenses, permits and easements. Prepares Reports of Availability for outgranting real estate parcels and facilities and improvements.

Location in Competency Model:

Category - C. Functional

Functional Area - Real Estate

Real Estate Policy and Procedure

Definition:

Coordinates real estate regulations, Functional Procedure directives, policies and procedures pertaining to the operation and maintenance of Army real estate. Is familiar with the Stewart B. McKinney Homeless Functional McKinney Homeless Assistance Act and applies it appropriately in gaining Assistance Act approval of real estate outgrants and disposals.

Location in Competency Model:

Category - C. Functional

Functional Area - Real Estate

Real Property Management

Definition:

Understands the various aspects of real property management, including assignment to, and utilization of real property space; coordination, management and recording of all real property disposition, and real property inventory, reporting and accountability.

Location in Competency Model:

Category - C. Functional

Functional Area - DPW

Competencies (Listed Alphabetically)

Reduction-In-Force and Reorganizations

Definition:

Possesses a good understanding of established reduction-in-force (RIF) policies and procedures to achieve customer goals for organizational change. Identifies RIF alternatives for meeting organizational goals.

Location in Competency Model:

Category - C. Functional

Functional Area - Civilian HR Management

Requirements Analysis

Definition:

Understands how to analyze the necessary logic the functional user must follow in order to communicate unambiguous requirements to the IT professional for the design of software, systems, etc.

Location in Competency Model:

Category - C. Functional

Functional Area - IT Management

Requisition

Definition:

Understands the requisition process and policies governing the Military Standard Requisitioning and Issue Procedures (MILSTRIP) system and the Uniform Movement and Materiel Issue Priority System (UMMIPS).

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Resilience

Definition:

Deals calmly and effectively with and prevails in stressful situations.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 1-OPM)

Competencies (Listed Alphabetically)

Risk Management

Definition:

Understands how to use the 5 step process to anticipate, identify and evaluate hazardous conditions and practices. Includes the following steps: (1) Develop methods to anticipate and predict hazards from experience, historical data, and other information sources, (2) Apply these methods to assess the hazards in terms of probability and severity; conduct hazard analyses and interpret results, (3) Develop hazard control designs, methods, procedures, and programs. Formulate and prescribe engineering or administrative controls, preferably before exposures, accidents, and loss events occur, (4) Implement, administer, and advise others on hazard controls and hazard control programs, and (5) Measure, audit and evaluate the effectiveness of hazard controls and hazard control programs.

Location in Competency Model:

Category - C. Functional

Functional Area - Safety and Occupational Health

Safety Public Laws and Standards

Definition:

Is familiar with safety and occupational health standards as mandated by the Occupational Safety and Health Act (OSHA), public laws, Department of Defense Instructions (DODI), American National Standards Institute (ANSI), American Conference of Governmental Industrial Hygienists (ACGIH), and so forth. Must include 29 CFR Part 1960 (Federal); 29 CFR Part 1910 (General Industry); 29 CFR Part 1926 (Construction).

Location in Competency Model:

Category - C. Functional

Functional Area - Safety and Occupational Health

Storage and Distribution

Definition:

Manages with respect to the policy and regulations governing storage and distribution facilities and their interfaces with resource management, transportation, preservation and packaging, safety, security, planning, operational work standards, quality assurance, data processing, and distribution functions.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Competencies (Listed Alphabetically)

Strategic Human Resource Practices

Definition:

Maintains awareness of state-of-the art civilian human resource management practices in business and government. Maintains awareness of factors that may have a future impact on organization's mission accomplishment. Thinks strategically to design and develop civilian human resource solutions to customers' needs before they are needed.

Location in Competency Model:

Category - C. Functional

Functional Area - Civilian HR Management

Strategic Thinking

Definition:

Exercises leadership and motivates managers to incorporate vision, strategic planning, and elements of quality management into the full range of the organization's activities.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 1-OPM)

Supply and Transportation Emergency Planning

Definition:

Uses knowledge of supply and transportation policies and guidance related to the various emergency plans for mobilization; war reserve stocks and special operating forces; continuity of operations; and supply and transportation support to civil authorities.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Systems Development

Definition:

Has knowledge of processes such as planning, designing, integrating, implementing and managing an IT system.

Location in Competency Model:

Category - C. Functional

Functional Area - IT Management

Competencies (Listed Alphabetically)

Team Building

Definition:

Considers and responds appropriately to the needs, feelings, capabilities, and interests of others; provides feedback; treats others equitably; fosters cooperation, communication, and consensus among groups.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 2-OPM)

Technical Credibility

Definition:

Demonstrates technical proficiency and an understanding of its impact in areas of responsibility.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 3-OPM)

Technology Management

Definition:

Encourages staff to stay informed about new technology; applies new technologies to organizational needs; ensures staff are trained and capable.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 4-OPM)

Telecommunications

Definition:

Knowledge of transmissions, broadcasting, switching, control, and operation of telecommunication systems.

Location in Competency Model:

Category - C. Functional

Functional Area - IT Management

Transportation Operations Management

Definition:

Manages transportation operations as the installation, depot or terminal (for example, carrier selection, costing evaluation, freight shipping and receiving); Demonstrate knowledge of the personnel, equipment, systems, and facilities used in or required for transportation terminal or mode operations. Understands laws and regulations (including agency regulations) that pertain to the transportation safety.

Location in Competency Model:

Category - C. Functional

Functional Area - Logistics

Competencies (Listed Alphabetically)

Vision

Definition:

Creates a shared vision of the organization; promotes wide ownership; champions organizational change and the Army's philosophy, goals, and doctrine.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 1-OPM)

Written Communication

Definition:

Communicates effectively in writing; reviews and critiques others' writing.

Location in Competency Model:

Category - A. Leadership

Functional Area - Leadership (ECQ 5-OPM)
